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MARYLAND PORT ADMINISTRATION

World Trade Center Baltimore
401 E. Pratt St., Baltimore, MD 21202
Toll Free 1-800-638-7519

Executive Director

James J. White – 410-385-4401

Deputy Executive Director

M. Kathleen Broadwater – 410-385-4405

Director of Operations

Dave Thomas – 410-633-1043

Director of Maritime

Commercial Management

Michael Miller – 410-385-4747

Director of Security

David Espie – 410-633-1153

OFFICE OF COMMUNICATIONS

410-385-4480

Director of Communications

Richard Scher

TRADE DEVELOPMENT

NORTH AMERICA:

Director

Richard Powers – 410-385-4731

Deputy Director / Containers

Joseph M. Greco – 410-385-4464

BALTIMORE:

Cruise Maryland / Customer Service

Cindy Burman – 410-385-4458

Auto

Larry Johnson – 410-385-4472

Ro-Ro / Project Cargo

Steve Jarczynski – 410-385-4474

UNITED STATES:

New York / New Jersey

Charlie McGinley – 908-964-0772

Pittsburgh / Cincinnati

Rick Pagley – 724-657-6805

INTERNATIONAL:

Taiwan

Shin-I Lin – 886-2-2314-8952

PUBLISHER

TODAY MEDIA

CUSTOM COMMUNICATIONS

1014 W. 36th St., Baltimore, MD 21211
410-828-0120 | Fax: 410-825-1002
www.todaymediacustom.com

Chairman

Robert F. Martinelli

President

Jonathan Witty

General Manager

Kim Fortuna

Advertising Director

Steve Lassiter

Editor

Blaise Willig

Art Director

Darby Lassiter

Graphic Designer

Chris Boyd

Staff Writers

Nancy Menefee Jackson,
Kathy Bergren Smith, Merrill Witty

Staff Photographer

Kathy Bergren Smith

Traffic Coordinator

Chris Milton

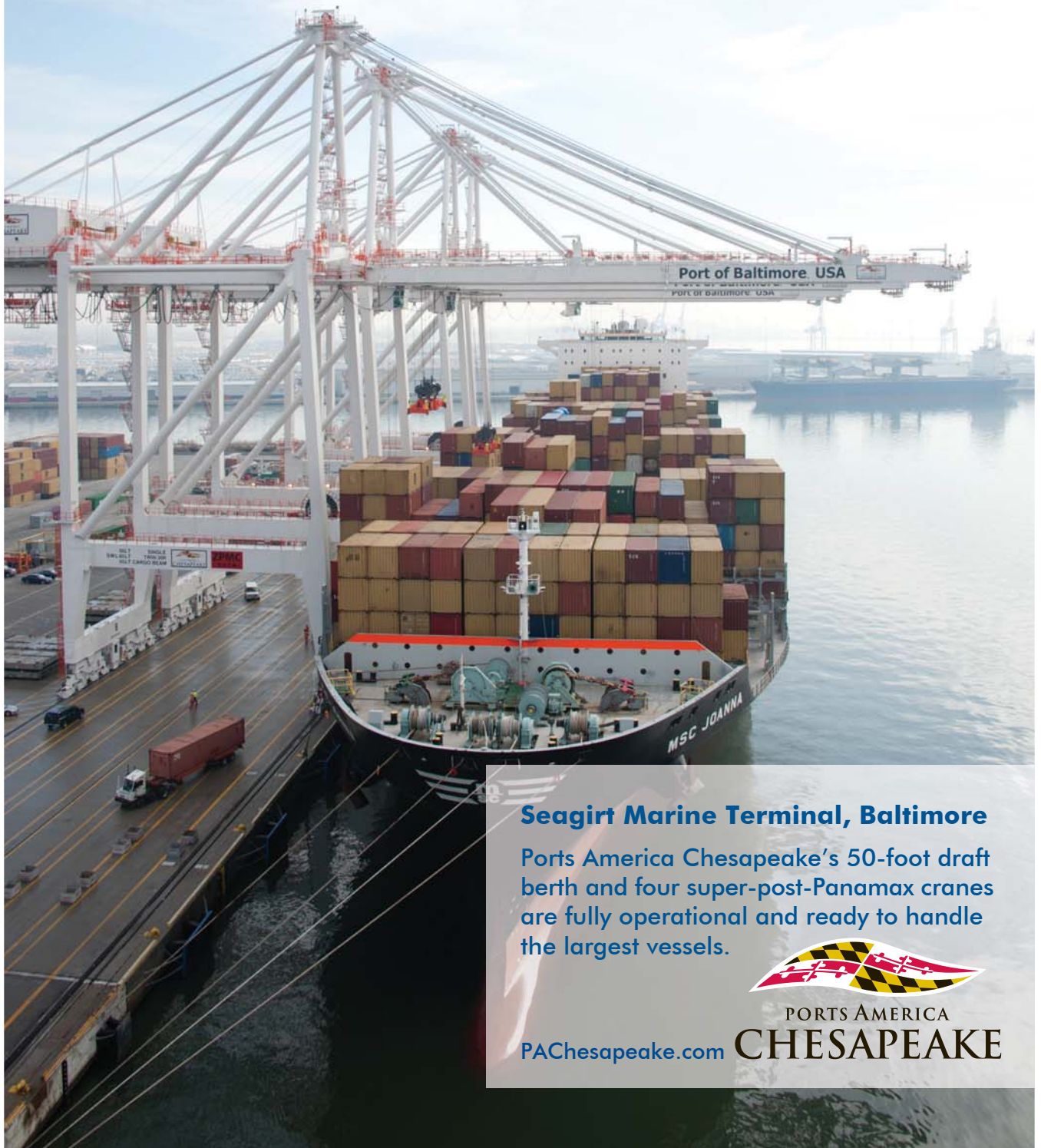
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COVER: Bahri (America) Inc. is the only major international ocean carrier with a corporate office in Baltimore, where general cargo arrives onboard new multipurpose "RoCon" vessels that have more cargo-lifting capabilities and yet are lighter weight and consume less fuel than other ships in the Bahri fleet. Photography by Bill McAllen.



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Better Choices in 2013 Built a Stronger Transportation System

This past year, Maryland made better choices to achieve better results for our transportation system. From the passage of the Transportation Infrastructure Investment Act of 2013 to establishing a new, streamlined process for public-private partnerships, Maryland will now be able to deliver projects that will create jobs, expand economic opportunity, better connect our communities and protect our environment. For the Maryland Port Administration, 2013 was a year in which better choices resulted in the continued growth at one of Maryland's leading economic engines.

With strategic investments, private-sector partnerships and support from Maryland's Congressional Delegation, the Port of Baltimore continued to advance in the competitive world of maritime shipping in 2013. Helping to create 5,700 jobs, the long-anticipated 50-foot deep container berth and four supersized cranes became operational as the Port of Baltimore became one of only two East Coast ports able to accommodate some of the largest ships in the world. Thanks to the Port of Baltimore's ability to handle these large ships, Maryland's economic presence will be further enhanced with the opening of the widened Panama Canal in 2015.

The Port of Baltimore was able to build on its "number one port in the nation" status in 2013 by bringing in new auto accounts such

as Fiat and Mazda. The Port's geographic advantage as the closest port to the Midwest, coupled with its strong workforce, provides companies around the world with easy access to two-thirds of the U.S. population through an interconnected, multi-modal transportation system.

Thanks to the ongoing efforts of our hard-working Congressional Delegation, the Port of Baltimore was successful in receiving \$10 million in federal funding in 2013 to widen the 50-foot shipping channel in the Baltimore Harbor and add rail access and more cargo handling capacity at the Fairfield Marine Terminal. We were very happy to welcome Vice President Joe Biden to the Port in September to officially announce these important federal funds.

Our Administration continues to invest in the Port of Baltimore as a means of creating jobs, growing our economy and ensuring prosperity from the middle out. Heading into 2014, we will continue to make these better choices for a better Port of Baltimore and a better Maryland.



Martin O'Malley, Governor

EXECUTIVE VIEW

Keeping an Eye on Ocean Freight Rates and Dredging

As we close out 2013 and jump into 2014, there are many important issues looming for our industry. Two of them that I will continue watching closely are ocean freight rates and the progress of a new Water Resources Development Act (WRDA).

Ocean freight rates need to provide a sustainable return on investment. Continued overcapacity in today's container fleet threatens the entire shipping supply chain as we know it. New partnerships, or 3Ps, are the best hope we have had in a long time to reduce losses from overcapacity.

Another potential important change to look forward to in 2014 is the passing of a new WRDA. The continued dredging of our channels is a matter that all ports wrestle with. As ships get larger and with the Panama Canal opening a little more than a year away, there has never been a more opportune time to strongly encourage the passing of a WRDA. The federal government is supposed to have a new WRDA passed every two years. It has been seven years

since the last one. In that time, ports have struggled to conduct the amount of dredging they need to safely accommodate ships. Many ports, like the Port of Baltimore, have been limited to maintenance dredging only, as opposed to new work dredging. This has resulted in lost opportunities for business growth and new jobs. The new WRDA should also require that money collected for the Harbor Maintenance Trust Fund be used exclusively for the operation and maintenance of ports and channels, not for general purposes that have nothing to do with our industry.



James J. White, Executive Director
Maryland Port Administration

SOUNDINGS

The happenings in and around the Port

COURTESY OF MPA



From left, MPA Director of Security David A. Espie and U.S. Coast Guard Capt. Kevin Kiefer welcomed two European Commission inspectors.

SECURITY

Coast Guard Gives Public Terminals Another Top Rating Following Inspection

Known internationally for their top-notch security, the Port of Baltimore's public marine terminals received their sixth consecutive "excellent" assessment following an annual inspection by the U.S. Coast Guard.

Governor Martin O'Malley noted that security has improved considerably as a result of Maryland's congressional delegation having delivered \$12 million in federal security grants since 2007. "Thanks to our federal and state security partners, we have made tremendous strides in the last six years toward making the Port of Baltimore one of the most secure seaports in the nation," Gov. O'Malley said.

In a letter to Maryland Port

Administration (MPA) Executive Director James J. White, U.S. Coast Guard Captain of the Port Kevin C. Kiefer wrote, "The efforts MPA has made to renovate facilities while also establishing more effective security risk mitigation strategies has demonstrated your continued dedication to securing your facilities."

The Port of Baltimore had the unique opportunity in September to be the first port in the United States inspected jointly by both the U.S. Coast Guard and the European Commission for Maritime Security, an arm of the European Union responsible for port security.

Representing the Coast Guard were Capt. Kiefer, Commander Scott Kelly

and Lt. Commander Stephanie Morrison, plus six Coast Guard Marine Science Technicians responsible for asset protection. The European Commission was represented by Inspectors Vincenzo Paolo Leone and Joao Paiva.

David A. Espie, Director of Security for the MPA, briefed the team on MPA terminal security measures and demonstrated some of the Port's physical security systems, such as Closed Circuit Television (CCTV) and identification technology.

The team also observed how Maryland Transportation Authority Police protect the terminals, as well as how Securitas Security Services regulates access control.

Espie said that the Commission inspectors "were very attentive" and asked many questions concerning the Port's security procedures and the relationship between the Coast Guard and the Port.

Capt. Keifer noted in his letter to the MPA's White, "Your staff's proficiency and firm commitment to security at all of your port facilities led to a positive assessment of the United States from the European Commission." 🌐

EVENTS

Students Introduced to Maritime Jobs During Port Fest Baltimore

Port Fest Baltimore, organized by the Baltimore National Heritage Area with support from the Port, maritime businesses and the local educational community, took place in October and

included hands-on experiences that introduced students, teachers and the public to career opportunities that support the working port.

Activities ranged from student performances on the waterfront to tours of vessels and Port operations. Port Fest Baltimore also offered the opportunity for media students from Digital Harbor High School to create and post videos of their experiences. 🌐



Chuck Heinze from Ports America conducted a tour for Towson University students during Port Fest Baltimore.

PHOTOGRAPHY BY MIKE WICKLEIN, THEWICKLEINGROUP.COM

NEWSMAKERS

MPA Harbor Development Leader Retires

Frank Hamons, Deputy Director for Harbor Development, retired at the end of October after 34 years with the Maryland Port Administration (MPA).

During his tenure, he oversaw projects such as Hart-Miller Island, Poplar Island and Masonville Cove that became national models for using dredged materials to restore habitat while involving surrounding communities in the process.


Hamons spent 13 years at the Maryland Department of Natural Resources, where he designed a program to use

state-of-the-art monitoring for a stalled Kent Island dredging project in order to reassure the community that the dredging could be done without environmental damage. That caught the attention of the MPA, and he was asked to develop a dredged materials program.

"It's received a lot of recognition from the federal government and others; I'm awfully proud of the program," Hamons said. "We are taking what was once controversial — dredged materials — and creating habitat."

Hamons minimized objections by reaching out to the communities involved. "They've responded well, and that's one of the best benefits of this program," he said. One of the first dredged materials projects, Hart-Miller Island, went all the way to the Supreme Court. But the most recent project, Masonville Cove, held a public hearing without a single objection.

"It's been a wonderful run," Hamons said. "I've been able to spend the last 34 years working on something that needed to be done, and that's very satisfying."

David Blazer, who has worked under Hamons for three years, will take over harbor development projects. 

NEWSMAKERS

Port Administration Signs Agreement with French Port of Calais

Increasing maritime business opportunities is the aim of a Memorandum of Understanding (MOU) signed in October by the Maryland Port Administration (MPA) and the French Port of Calais.

"We look forward to utilizing this agreement as a way to generate new cargo opportunities and to share best practices with the Port of Calais," said Richard Powers, MPA Director of Marketing. "Calais has a wonderful history that dates back centuries. Today it is one of the largest ports in France and handles some of the same commodities as the Port of Baltimore."

Under the MOU, the MPA and Port of Calais may elect to undertake joint marketing efforts to generate new shipping business, share data that may be helpful in forecasting future trade flows, and exchange information on training programs.

"We look forward to developing mutually beneficial business opportunities as part of our newly signed agreement," said Port of Calais Vice President Antoine Ravisse. "We believe there are some good opportunities for further cooperation with the Port of Baltimore, especially with the cargo commodities we both have in common, which include



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From left, Thomas Lyons, Director of the European Office for the Maryland Department of Business and Economic Development; Richard Powers, Director of Marketing for the Maryland Port Administration; Antoine Ravisse, Port of Calais Vice President; and Jean-Yves Lhomme, Head of Project Department for the Port of Calais.

roll-on/roll-off equipment, autos and cruises. Our goal is a good exchange of information that can benefit both parties."

The MPA has similar agreements with other international ports, including Adani Ports (India); Nagoya (Japan); Gdynia (Poland); Genoa (Italy); Sokhna (Egypt); Tallin (Estonia) and Cotonou (Africa). 

CARGO

Trans American Completes Heavy Lifting in Canton

In order to handle a heavy-lift project involving large machinery manufactured in Italy and shipped through the Port of Baltimore, Trans American Trucking Service, Inc. brought in its big, red trucks.

The cargo, which arrived on a charter ship at Canton Stevedoring in mid-November, consisted of one 198,500-pound piece, two 83-foot-long pieces averaging 140,000 pounds each, an 88,000-pound crate, a 57,000-pound crate, and several permit and legal loads.

Trans American's trucks transported the machinery to the Timken Company, a Canton, Ohio-based manufacturer and marketer of mechanical components and high-performance steel products.

Trans American's heavy-lift operations



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department, based in New Jersey, handled the heavy-lift items, while the company's Baltimore office, located just five miles from the Port, handled all of the general cargo.

"Several East Coast and Great Lakes ports were considered, but ultimately Baltimore was chosen for reasons of more favorable door-to-door costs and

expediency," said Tom Jensen, Trans American Trucking Service's Director, International Projects.

Jensen added that Trans American relies on "the great cooperation and service we have come to expect from the Port of Baltimore" to bring projects in on budget and on time. 🌐



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TRADE DEVELOPMENT

Governor Joined by MPA Officials in Brazil

Focused on strengthening economic and cultural ties between Maryland and South and Central America, Governor Martin O'Malley and a delegation of Maryland business leaders, educators and government officials traveled to Brazil and El Salvador on a trade mission in early December.

"We must continue to forge new connections, partnerships and investments abroad," Gov. O'Malley said. "The diverse, expanding economies of Brazil and El Salvador are ideal trade and investment partners for our State."

Among the delegation accompanying the Governor was Maryland Port Administration (MPA) Executive Director James J. White and Richard Powers, Director, Trade Development. Brazil is the Port of Baltimore's fourth-largest market for exports. 🌐

LEGISLATION

House Approves Water Resources Reform Act

An \$8 billion water bill known as the Water Resources Reform and Development Act was passed by the House of Representatives on Oct. 23.

The legislation, which paves the way for harbor maintenance projects, easily passed a normally divided House of Representatives with a 417-3 vote.

Although it differs slightly from the Senate version of the bill, the fact that both the Senate and House have passed forms of a Water Resources Development Act (WRDA) indicates this might be the first year since 2007 that a final version of the Act will pass.

"What happens is you have a long queue of projects waiting to get authorization," said Frank Hamons, who recently retired as Harbor Development Director for the Maryland Port Administration (MPA).

The Senate version of the bill includes provisions for the state to continue using Poplar Island to place dredged materials, while the House bill does not, but both versions allow for the creation of a new mid-Chesapeake Bay island off the Dorchester County coast. About 2 million cubic yards of silt are dredged annually from Bay channels to keep them open, and Hamons pointed out that as the bigger post-Panamax ships call on Baltimore, harbor maintenance will be even more critical. Panamax ships once were 106 feet wide, but in 2015 they'll be 160 feet wide, and it's critical that ships headed in opposite directions be able to safely pass.

Both the House and Senate bills also require that the federal government spend money on harbor projects that has been collected through the Harbor Maintenance Trust Fund, an industry tax. Although the money has been collected from ports nationwide, including some \$40 million collected in Baltimore in 2012, it hasn't always been allocated for port projects. 🌐



Photo: Kathy Smith

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CNH Opens New Office Space, Introduces Port Partner

During a recent ceremony held at the Dundalk Marine Terminal, global agriculture and construction equipment manufacturer CNH celebrated the grand opening of its newly designed Baltimore Campus and introduced Tennant Yard Management (TYM) as its port partner.

CNH, which uses the Port of Baltimore for both import and export operations, has reconfigured the company's leased space at Dundalk Lots 90/100 by adding portable office space that houses an employee training center/lunch room, a customer service/IT office, an employee medical center, a locker room, a parts room and guest offices.

Additionally, CNH has joined the company's two office facilities with a nicely designed deck that promotes the campus feel, and has created a new employee and visitor parking lot that is segregated from all machine-handling spaces. CNH is also considering placing a Rubb structure at the facility at a later date to serve as an accessory and mechanical shop.

"In speaking with several employees, all seem very pleased with the efforts made by CNH," said Steve Jarczynski, Maryland



BILL MCALLEN

From left, David Czerniejewski, CNH Senior Director of Logistics and Contracting, NAFTA Region; MPA Director of Marketing Richard Powers; and Tennant Yard Management President Aaron Tennant.

Port Administration (MPA) Trade Development for roll-on/roll-off and project cargo.

Jarczynski added, "CNH is part of the Agricultural and Construction Equipment Division of the Fiat Group and is one of the Port of Baltimore's most loyal and largest customers. It is also the only OEM that leases property directly from the MPA."

After securing the contract for the processing of CNH equipment at the Dundalk terminal, TYM began operations on September 1. During the first month, TYM was not only instrumental in assisting with the redesign of the facility but also implementing new processing software on the TYM Systems platform. The wireless communications allow for highly efficient tracking of CNH equipment as it moves through each stage of processing from arrival on the terminal right on through to final delivery to the carrier. 🌐



PHOTOGRAPH BY CAPTAIN WILLIAM BAND AMP

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NEWSMAKERS

Transportation Secretary Smith Goes to the BPA

James T. Smith, Jr., who was appointed Maryland Transportation Secretary in May, spoke at a recent meeting of the Baltimore Port Alliance (BPA).

Smith oversees a \$4.4 billion annual budget, one bolstered by the recent increase in the gas tax. Projects totaling \$3 billion have been announced for Maryland, a task force is trying to figure out how to help local jurisdictions supplement their transportation programs, and the department is also updating its 20-year vision for transportation.

As a former county executive, Smith is well aware of the vital role the Port of Baltimore plays in the region's economy, noting that both the Port and Baltimore Washington International Thurgood Marshall Airport "are booming." He cited the recent example of the Port receiving a \$10 million federal Transportation Investment Generating Economic Recovery (TIGER) grant. Vice President Joe Biden announced the award during a visit in early September as a megaship was being unloaded at the Seagirt Marine Terminal's 50-foot-deep berth.

"To have those cranes taking containers off — that's a pretty good visual, and I was really proud of the Port of Baltimore," Smith said, adding, "Having the shipping channels to accompany [the post-Panamax ships] is critical."

He also cited the passage of P3 — public-private partnership — legislation that paves the way for financing large projects. Such a partnership between the Maryland Port Administration (MPA) and Ports America Chesapeake enabled the construction of the deeper Seagirt berth. Smith noted a P3 might be used for the Baltimore subway's Purple Line and parts of the Red Line. The proposed subway expansion, he said, "will reduce traffic on our highways, making a better way for freight and cargo leaving the Port."

Smith went on to explain the importance of environmental initiatives; the transportation budget includes \$425 million for stream restoration, wetland protection and stormwater management. "Environmental stewardship has got to be a part of everything we do," he said. 🌐

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GreenPort

Environmental Stewardship at the Port of Baltimore



Wetlands Restored Along Masonville Waterfront

Some people might think of it as a "convenience store," but to those who participated in recent cleanup efforts, Masonville Cove is a living shoreline worth protecting.

The nickname refers to residents from the region who have been known to "conveniently store" their trash along the now-picturesque waterfront. In mid-September, the National Aquarium partnered with the Maryland Port Administration (MPA), Living Classrooms Foundation, BayBrook Coalition and Maryland Environmental Service in a community-based initiative to restore wetlands and rid Masonville Cove of the cigarette butts, food

wrappers, plastic forks, straws and other debris that has gathered at the site.

"Trash can even come from Towson through the Baltimore storm sewers and end up here," noted Laura Bankey, National Aquarium Director of Conservation.

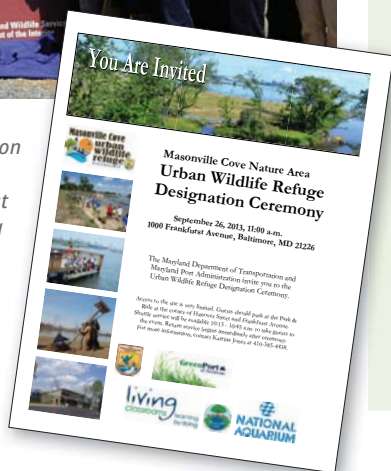
The National Aquarium and other groups are working to ensure the site's successful transformation from a Dredged Material Containment Facility (DMCF) to a nature-recreation and environmental-education destination.

"We want to reach out to students and have them understand what's in their backyard," said



PHOTOGRAPHY BY BILL MCALLEN

Maryland Transportation Secretary James T. Smith, Jr., spoke about Masonville Cove being named an Urban Wildlife Refuge. Students participated in wetlands restoration.



AN URBAN REFUGE

The U.S. Fish and Wildlife Service in September officially designated Masonville Cove as one of eight pilot Urban Wildlife Refuge Partnerships to be established this year.

U.S. Fish and Wildlife's National Wildlife Refuge System is working with key community organizations as part of efforts to "connect city dwellers to nature." In Baltimore, the U.S. Fish and Wildlife Service, National Fish and Wildlife Foundation and The Chesapeake Bay Trust are dedicating a total of \$55,000 in support of the Masonville Cove partnership.

"National wildlife refuges are the best of America's wild places, but many are not near major metropolitan areas," said Dan Ashe, Director, U.S. Fish and Wildlife Service. "Most Americans have grown up without a real connection to the outdoors and wildlife, and the Urban Wildlife Refuge Initiative gives us a chance to change that. We believe these unique urban partnerships can inspire the imagination and create a connected conservation constituency of people who are aware, understand and support fish and wildlife conservation."

Charmaine Dahlenburg, National Aquarium Project Manager. "We educate them through a hands-on experience."

In 2011, salt-tolerant shrubs were planted at the site; today, they are fully grown. "It's great to come back and see it thrive," Dahlenburg said.

Formerly the location of Kurt Iron and Metal and the Maryland Shipbuilding and Drydock Company, Masonville Cove was also utilized by the MPA beginning in 2007 as a DMCF to hold material dredged from the channels of the Baltimore Harbor. When the Masonville Cove Nature Area officially opened in 2012, public access was allowed to the restored site for the first time in more than 70 years. Today, it is an urban oasis with walking trails, a fishing pier and a floating dock for kayaks and canoes. The Masonville Environmental Education Center opened in 2009.

The National Aquarium's efforts have been supported by the MPA and other groups while engaging more than 1,000 volunteers to plant more than 45,000 native plants along the shoreline.

"The MPA is brilliant," said Stephanie Pully, National Aquarium Conservation Technician. Pully added that it will be "trial and error" to come up with the best way to keep Masonville Cove pristine. 🌐

MPA Sails Through Stormwater Permit Inspection

The Maryland Port Administration (MPA) treats and discharges the stormwater that runs across the terminal when it rains, and has a permit from the state to do so. Known as an MS4, the permit requires compliance in six areas, and one of those areas is an annual inspection.

Last year was the first for completing inspections on all 10 marine terminals, and as of early October of this year, eight of the 10 terminals had been inspected. Inspectors pay particular attention to activities and areas with a potential to contaminate stormwater, such as construction work, materials storage, fueling areas, mobile fueling tanks, equipment and vehicles, litter and sediment, waste storage and leaks and spills.

"They're intense inspections," said Jamie Smith, MPA Environmental Specialist. If any violations are found, the state allows 90 days for corrective action to be taken, and then re-inspects the problem area.

This year, Smith said, the MPA invited tenants who occupy space on the marine terminals to come

along for the inspections.

"They've been very cooperative and open to improvements," Smith said. "We've found dramatic improvements this year, so the tenants are very cooperative."

She added, "Right now, we are focusing on a preventive action measure with materials storage — we have found some materials stored outside that are exposed to weather, and we're helping tenants know what should be inside or under cover, or out in the day while they're working and then put away at night."

The MPA has developed a brochure that gives tenants guidelines to help them minimize stormwater contamination.

As part of its best management practices, the MPA conducts its own inspections of storm drains and schedules cleanings as needed; recently the storm drains at the Dundalk and Locust Point marine terminals were cleaned. The cleaning of storm drains removes sediment and trash, which can go a long way toward improving the health of the waterways of Maryland. 🌐

MPA Digs Up a Plan to Protect Groundwater

Not one to bury an environmental threat, the Maryland Port Administration (MPA) celebrated a milestone recently by removing the last underground storage tank from its marine terminals. Digging up the 10,000-gallon heating oil tank was also associated with an HVAC system change to natural gas, which is a more efficient fuel.

The Port's Environmental Management System had identified underground storage tanks as a potential environmental issue since leaks could develop and be hard to detect. The tank was not leaking and was in full compliance with regulations, but removing the tank eliminated any potential risk.

"The MPA recognizes the importance of a healthy Chesapeake Bay and is committed to making water-quality improvements," said William Richardson, Environmental Manager for the MPA. "By taking our tanks above ground or changing to alternate fuel, we have improved our release detection or eliminated the potential altogether."

The MPA has removed more than a dozen underground tanks at the marine terminals and does not authorize the installation of any new underground storage tanks.

"We're really happy about this accomplishment," Richardson said. 🌐



KATHY BERGREN SMITH



Online Retailer Bringing 1,000 Jobs to Southeast Baltimore

The Fortune 500 online retail giant, Amazon.com, Inc., has announced plans to open a one-million-square-foot fulfillment center on the former site of the General Motors assembly plant in southeast Baltimore.

Looking forward to opening the facility in 2014, the Seattle-based company noted in October that more than 1,000 full-time jobs will be created at the center.

"I'm thrilled that Amazon is joining our community of businesses that surround the Port of Baltimore," said Governor Martin O'Malley. "Companies are taking note of the investments we're making in transportation infrastructure and workforce development, and they're creating jobs here. We know Amazon's decision was based on a solid business plan, and we

look forward to working with them as they continue to expand here in Maryland."

The Amazon site is part of the Chesapeake Commerce Center, developed by Duke Realty Corporation.

"Chesapeake Commerce Center is an ideal distribution site because of its proximity to a large percentage of the country's population, the availability of a strong and skilled labor force, and its access to major transportation networks, including Interstates 95 and 895, rail service, and the Port of Baltimore," said Peter Scholz, Senior Vice President of Duke Realty's Baltimore operations. "When we began development of the site, we envisioned an active warehouse and distribution hub anchored by a tenant such as Amazon. We are pleased that they have selected Duke Realty and Chesapeake Commerce Center for this new distribution center."

According to an Amazon press announcement, employees at the facility will "pick, pack and ship" books, electronics and consumer goods.

Amazon fulfillment center jobs pay on



amazon

Amazon.com AT A GLANCE

- Fortune 500 company, headquartered in Seattle, opened on the World Wide Web in July 1995.
- Amazon.com and other sellers offer millions of unique new, refurbished and used items in categories such as Books; Movies, Music & Games; Digital Downloads; Electronics & Computers; Home & Garden; Toys, Kids & Baby; Grocery; Apparel, Shoes & Jewelry; Health & Beauty; Sports & Outdoors; and Tools, Auto & Industrial.

www.amazon.com



average 30 percent more than traditional retail, and all full-time employees receive stock grants. Amazon also offers innovative programs such as Career Choice, where up to 95 percent of an employee's tuition is pre-paid for courses related to in-demand fields ranging from game design and IT programming to nursing and radiology.

"We are proud to be bringing more than 1,000 full-time jobs with great wages and benefits to Baltimore," said Mike Roth, Amazon's Vice President of North America operations. "We are grateful to the state and local elected officials who supported Amazon coming to Maryland and we look forward to being a part of the community."

Maryland Port Administration Executive Director James J. White spoke of Amazon's presence as "an outstanding opportunity for the Port of Baltimore."

"Ship owners always ask ports how many distribution centers they have," he said. "If you can have a distribution facility near your port, it gives you a better chance to handle more cargo and grow jobs."

White added, "We are sure that Amazon

is already aware of the infrastructure improvements that we have made in the last few years that have put us in a very competitive position to attract additional cargo, namely the 50-foot-deep container berth and supersized cranes." He also offered his congratulations to Governor O'Malley and the Maryland Department of Business and Economic Development "on working with Amazon to make this happen."

The 184-acre site where General Motors once operated an assembly plant was acquired by Duke Realty in 2006. The property where Amazon will be based is not only close to the Port of Baltimore, but also offers immediate access to I-95 and I-895 as well as rail service by CSX and Norfolk Southern.

Baltimore Mayor Stephanie Rawlings-Blake said that growing Baltimore City's economy has been a major priority of hers. "The fulfillment center presents a unique industrial development opportunity due to its location to the Port of Baltimore, as well as its access to the city and interstate highway system," she noted. "I am proud of the City's efforts, working in partnership

with the State, Duke Realty and Amazon to bring this fulfillment center and jobs to Baltimore City."

Baltimore Development Corporation President and CEO Brenda McKenzie also applauded the group effort that led to the deal being made, and added, "Baltimore is a vibrant, growing city that is a great place to do business, and we welcome Amazon as our newest corporate partner." 🌐



KATHY BERGREN SMITH

An Alliance for All

Volunteer Organization
Brings Public and Private Port Groups Together

A key part of the Port of Baltimore's success is fueled by camaraderie, a neutral location, a spirit of cooperation unique to Baltimore and plenty of pastries.

The Baltimore Port Alliance (BPA) is a volunteer organization that brings together representatives from all facets of the maritime industry. Among these are freight-forwarders, shipping companies, tugboat operators, trucking companies, the International Longshoremen's Association (ILA), pilots, operators of private marine terminals and the Maryland Port Administration (MPA).

The pastries enter into the equation as part of monthly BPA meetings held in the third-deck conference room at the Association of Maryland Pilots office.

As Paul Kelly, the group's proud current Chair and Vice President of A & S Services Group Intermodal Division, explained, "We meet as a group and we try to solve the issues in a way that is best for the Port — not what's best for

you as an individual, but what's best for the Port."

Kelly has been active with the group since 1990, when he was the first representative of the trucking community to be asked to join. He noted that industry representatives stress their needs but "are willing to compromise to make sure it's best for the Port. You have to have give and take."

He credits the group's ability to work together to a shared mission: making sure Port customers continue to be satisfied.

"You don't want to get the reputation that Baltimore is a bad port to ship through," Kelly said. "We all get together and see what we can do to eliminate or minimize problems."

Capt. Mike Reagoso, who chairs the BPA's Environmental Committee and is Vice President of Mid-Atlantic Operations with McAllister Towing, added, "We try to be inclusive of every sector in the Port that's pertinent, and make sure every sector has a seat at the table. We want to promote the Port and make it a better port."



Top: From left, key BPA figures include WWL's Mike Derby, Rukert's Andy Nixon, Paul Kelly of A & S Services Group Intermodal Division, Capt. Eric Nielsen of the Association of Maryland Pilots, McAllister Towing's Capt. Mike Reagoso and David Stambaugh of the Baltimore Maritime Exchange. Above: An early ad touts the hard-working Port.

The BPA has served as a model for other ports, but everyone agrees there is something a bit magical about the atmosphere here.

"I think it has to do with personalities — getting the right core group of people who can get along no matter what — to resolve issues and support the Port of Baltimore," said Capt. Eric Nielsen, President of the Association of Maryland Pilots and a Past BPA Chair. "We've always had people willing to put aside 'minor' differences to work together."

The group's structure is simple: a chair serves two years, an Executive Committee of about 25 people meets monthly, and immediately after that, a general meeting is held that includes presentations and guest speakers. Before the general meeting, members and guests mingle for half an hour while enjoying pastries and coffee.

Monthly meetings are held at the Pilots office, and a well-attended annual bull roast funds the group's work.

Committee reports are an important element at the general meeting. In addition to the Executive Committee, the BPA has an Environmental Committee, a Legislative Committee and an Education/Outreach Committee.

ON THE ENVIRONMENT

Capt. Reagoso, the Environmental Committee Chair, said, "The environment is ever on the minds of regulators. I think we all have a vested interest in making sure we run a sustainable port."

The committee educates members on regulations and has held compliance assistance workshops, bringing in representatives from agencies such as the U.S. Environmental Protection Agency, U.S. Coast Guard and Maryland Department of the Environment.

Each year, the committee picks a site in a nearby community for a cleanup, which not only helps the community but also gives BPA members exposure to their neighbors.

"They're not just nameless, faceless people," Reagoso said. "They're good citizens who want to do the best for the environment so that we have a business here for our children. We want to happily co-exist and make sure the community knows we're here to do good things."

THE LEGISLATORS' EAR

The Legislative Committee not only keeps its members apprised of legislation that might affect Port operations, but also meets with legislators and organizes water and landside Port tours annually for elected officials from around the state.

"We've increased our activity in Annapolis as we've realized that a percentage of the funding for the Port's dredging needs is in the hands of the General Assembly," said Capt. Nielsen, committee Co-chair.

The committee must turn to the Maryland Congressional Delegation for the additional 75 percent of dredging funds needed through the U.S. Army Corps of Engineers budget.

"The Port wouldn't be the economic engine it is today without the Maryland congressional team," said committee Co-chair Tricia Slawinski, Deputy Director, MPA Office of Government Affairs and Business Relations. "From dredging our channels that allow today's massive ships to bring cargo and jobs to our Port, to bringing home needed federal dollars for Port security, our congressional team truly understands what the Port of Baltimore means to the entire state."

The BPA also teaches its members how to effectively lobby legislators.

Slawinski said she doesn't often call upon BPA members, but if critical issues arise, she will. "And when needed, they will be there — on the federal, state and local level," she said.

A LOT OF LEARNING

The Education/Outreach Committee shares the challenge of making sure people understand how vital the Port is to both commerce and employment.

"It's more of a partnership with the community; we all have a lot of common goals," said Andrew "Andy" Nixon, Co-chair of the committee and Vice President of Rukert Terminals Corp. "The community around us has very little knowledge of the day-to-day operations of a working port." He and Co-chair Katrina Jones of the MPA educate the community about not just the Port but also the well-paying jobs available on the waterfront.

"We have an aging workforce, and it's

a good opportunity for kids," noted Nixon, who is particularly proud of a teacher externship program that he and Jones have developed. In the summer, teachers visit some 30 Port businesses to learn about their operations and then infuse that knowledge into a curriculum.

ROOTS OF THE COALITION

The BPA grew out of an informal relationship between the private sector and then-Maryland Secretary of Transportation William "Bill" Hellman back in the early 1980s.

"We would occasionally get together with Bill and discuss Port matters, and it was obvious the private sector was not communicating, so we started the Private Sector Port Coalition," recalls George F. "Bud" Nixon, a former BPA Chair and former President of Rukert Terminals Corp. Nixon added that the Coalition met under the auspices of the MPA.

When he retired from Rukert in 2002, Bud Nixon assumed an active role as Chair of the Coalition. "We started building up a head of steam — we incorporated and we set up bylaws and we made great advances," he said. "We had a good group of people who were concerned and involved."

Bud Nixon served as Chair until 2008, overseeing the name change to the BPA — "we thought that was a little more encompassing," he said — and inviting the ILA to join.

"We had grown to quite an interesting group," he added. "We just thought it was a good relationship between the private sector and the public sector, and that just grew and grew."

Reagoso praised the assistance of the MPA. Deputy Executive Director M. Kathleen Broadwater and her staff "are incredibly supportive," he said. "We're just volunteers and we all have day jobs. The member companies, especially the MPA, are essential to our success."

Of the Alliance in general, he added, "I think we're definitely a cohesive group compared to other ports. ... We're very good at putting our differences aside for the good of the Port. I don't know why that dynamic is or what supports it, but it is." 🌐

LEGISLATIVE RECEPTION ~ Maryland state legislators are invited to an annual Baltimore Port Alliance reception at the Calvert House in Annapolis. The 2014 reception is scheduled for **JANUARY 23, 5-8 P.M.**



'Legendary Labor Leader'



RICHIE HUGHES REMEMBERED FOR ILA IMPACT

BY NANCY MENEFEE JACKSON

While the seat at the negotiating table may be filled, Richard "Richie" P. Hughes, Jr. left an empty space in the hearts of many members of the Port of Baltimore community with his passing in September.

Hughes, who began his career on the Baltimore docks in 1954, was involved in union leadership positions for five decades. He served as the eighth president of the International Longshoremen's Association (ILA) from July 2007 to July 2011 and then was President Emeritus. He died at the age of 79.

Gov. Martin O'Malley remembered Hughes as "both a fierce negotiator and caring friend."

"Richie was fearless, but his legendary toughness was always moderated by a classic Irish-American wit," Gov. O'Malley said.

Hughes hailed from a family of longshoremen that included his grandfather, a coal trimmer; his father, a

grain trimmer, clerk and checker; and his uncle Mickey Hughes, who was President of Baltimore ILA Local 953 from 1920 through the 1940s.

At his funeral, the Honorable Helen Delich Bentley recalled in her eulogy that it was "Uncle Mickey" who helped Hughes on his way in the ILA. "A Navy veteran, Richie already was a member of Mickey's 953," Bentley said. "Union election night was coming around. As Mickey walked down a Port Covington dock, he saw coming from the opposite direction nephew Richie. Mickey's terse words were, 'Richie, tonight is the union's election night. You are running for sergeant at arms.' Run he did, win he did, and the rest is history."

Maryland Port Administration (MPA) Executive Director James J. White said of Hughes, "As his career advanced within the ILA, he always had the best interests of the rank and file longshore workers at heart. He had a tremendous amount of industry

knowledge and always wanted to get the best deal for the longshore worker without hurting the business."

Michael Angelos, President of the Steamship Trade Association, remembered Hughes as "a notorious negotiator. There weren't many people who were better. He was witty, intelligent and he knew how to get his way." Angelos added that Hughes provided stability to the local ILA "and he took the same capabilities to the national level."

Current ILA President Harold J. Daggett said, "Rich Hughes' accomplishments throughout his long career with the ILA were vast and his memory will endure."

Maryland State Delegate Brian K. McHale, who represents the 46th District and is a second cousin of Hughes, recalled the man's Irish wit. "He had lots of funny sayings he would rely on to add a bit of levity to a serious situation. He really was a legendary labor leader; he was recognized and admired."

McHale said that even after Hughes was an international union president, "it would not be unusual to find Richie in his back office at 1345 Hull Street, sitting behind his desk, reading the mail and watching golf. He was very generous with his time; I would walk up and we would have a cup of coffee and talk about anything."

In 1988, then-Gov. William Schaefer feuded with Hughes, having become convinced that he needed to evict the union from the Port. "All Richie kept saying was, 'Don't worry, Brian, we've got him right where we want him,'" McHale recalled. "Now, some 25 years later, largely through his efforts, things are much better, not only in the perception of the legislature of the union but of the nation."

In 1990, Hughes led a strike that protested the layoffs of dozens of checkers; some of those jobs were then restored.

"I think it's going to be hard to duplicate some of the things he brought to the table," Angelos said, recalling that with Hughes he negotiated opening the Seagirt Marine Terminal and started a flexible meal hour for the first time. "Here was a guy I was negotiating against, and I had complete admiration for him. I couldn't help but admire him. He was a friend." 🌐

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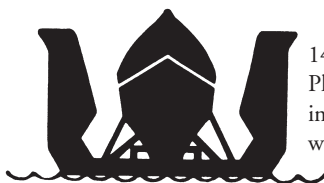
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PAVING THE WAY FOR THE PORT OF BALTIMORE



Broening Highway Improvements Being Completed in Phases

With the \$27 million Broening Highway construction process one-third of the way done by the end of September, temporary patching performed in early October gave truckers some much-needed relief in worn spots that eventually will be permanently replaced.

The massive project, which will resurface the main road serving the Dundalk and Seagirt marine terminals with thick concrete instead of more traditional asphalt paving, is being done in four phases. Phase I, which involved the Keith Avenue/Broening Highway interchange and overpass, has included utility work on both shoulders as well as new fencing.

David Thomas, Director of Operations for the Maryland Port Administration (MPA), said that Phase I is about 80 percent

COURTESY OF AMERICAN INFRASTRUCTURE

complete. The one-way section heading north is finished, and the southbound lane is ready for new concrete now that utility work has been completed.

"This completed section just wet all our whistles on what this project will mean to the rest of Broening Highway," Thomas said.

Phase II involved shifting the travel lanes of the south side of Broening Highway opposite the Point Breeze office buildings to provide for continuous two-way traffic while the road is resurfaced. The infrastructure of sewer lines and stormwater pipes was put in place, and then work on the electrical conduits utilized by BGE was completed in mid-October, thus allowing for concrete work to begin.

Phase III and IV again will involve lane shifts to accommodate repaving the other travel lanes of Broening Highway as the contractor works his way across the roadway. This contract also involves repairing a section of the Colgate Creek Bridge, but final design approvals are still needed.

The hope is that all of the phases will be completed sometime in the fall of 2014. The concrete is designed to stand up to a heavy volume of truck traffic and should last 20 years.

The temporary patching that took place in October has alleviated several rough spots in places along Broening Highway, most notably by Holabird Avenue and near 2310 Broening Highway, that were difficult for trucks to navigate.

Thomas praised the trucking community for its continued understanding during the project. "They've had patience with us and the project," he said. "They haven't lost sight of the end game and the many improvements we've made to our facilities. This Broening Highway project is a critical extension of those improvements."

Although the resurfacing is not an MPA contract, the MPA remains in constant communication with the Baltimore City transportation department and the general contractor, American Infrastructure (AI).

"The MPA Operations staff attends monthly progress meetings with AI and Baltimore City and we are always welcome and have our place on the agenda," Thomas said. "The Port interests are well covered and we have a strong voice without a doubt. ... They've been very responsive, which we appreciate." 🌐



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PHOTOGRAPHY BY BILL MCALLEN

MIRAGE Appears at Port

Mitsubishi Introduces Colorful New Car In U.S. Market

BY NANCY MENEFEE JACKSON

The new Mitsubishi Mirage comes in so many bright colors that one automotive reviewer compared the cars to Skittles.

But there are other reasons why it stood out so prominently as the first shipment to hit the U.S. market arrived at the Port of Baltimore in late September. The five-door Mirage posts some appealing numbers: MSRP starts at just \$12,995, and its three-cylinder engine gets 44 miles per gallon on the highway (40 mpg combined/37 mpg city), giving buyers hybrid-like gas mileage in a gasoline-powered car.

A comprehensive, seven-airbag Supplemental Restraint System allays safety concerns, and the number of no-cost standard amenities includes tilt steering, keyless entry, power windows, automatic climate

control, a 60/40-split folding rear seat, intermittent wipers, a sporty rear spoiler and a four-speaker, 140-watt AM/FM/CD/MP3 audio system with USB/iPod® input.

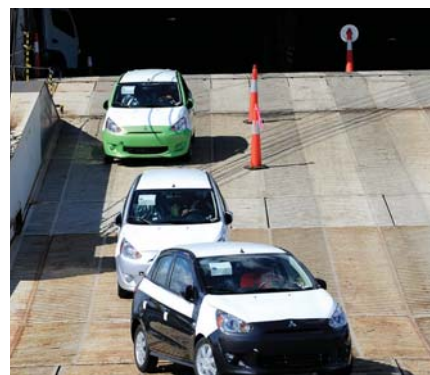
The diminutive car with big interior space is expected to appeal to millennials, who are increasingly opting for city living, as well as their baby-boomer parents, who are dumping the no-longer-needed gas guzzling minivans and large suburban homes.

"Mitsubishi Motors North America (MMNA) is leading the way in the development of highly efficient, affordably priced new gasoline-powered automobiles — like the new Mirage — while using our industry-leading knowledge in battery electric vehicles to develop future electric vehicles and plug-in hybrid electric vehicle models," said Dan Irvin, Director of Corporate Communications for MMNA.

Mitsubishi AT A GLANCE

- Mitsubishi Motors Corporation was established in 1970 as a spin-off of Mitsubishi Heavy Industries
- Mitsubishi Motors North America sells cars, crossovers, sedans, sports sedans, sport wagons and electric cars through a network of approximately 400 dealers
- Sells 85,000 cars a year in North America
- The Mirage is available in a choice of eight colors, including Mitsubishi Motors fan-selected options such as Kiwi, Plasma Purple, Infrared and Sapphire Blue.

www.mitsubishicars.com



That translates to yet more automotive business for the Port of Baltimore, which was the No. 1 port in the nation for automobiles last year.

Randy Casebolt, Manager, National Vehicle Logistics for Mitsubishi, said the company plans to import 20,000 vehicles through the Port and export another 30,000. Arriving onboard an NYK Line vessel, the first shipment contained cars built in Thailand and transshipped through Japan.

"The Port of Baltimore offers exceptional location to the Mitsubishi dealer network in the Mid-Atlantic/Northeast," Casebolt said, adding, "The Port personnel have provided tremendous support for our business over the years and they have always provided additional land and facility space when needed."

According to Larry Johnson, MPA Trade Development, Autos, "It is good news for the Port of Baltimore that Mitsubishi is adding the new Mirage model to their current line of imports."

Johnson added, "Mitsubishi is an easy company to work with. They have an excellent on-site port representative in Curt Parrish. They keep us apprised of shipping schedules for their import and export vehicles at the Port of Baltimore, and we work closely with their top logistics staff in the home U.S. office in Cypress, Calif."

Japan-based Mitsubishi Motors Corporation was established in 1970 as a "spin-off" of the Automotive Division of Mitsubishi Heavy Industries.

"Mitsubishi has been selling vehicles in the United States since 1981 and we have been manufacturing vehicles, with a UAW work force, at our plant in Normal, Ill., since 1988," Irvin said. "Today, Mitsubishi Motors North America is involved in manufacturing, sales, marketing, research and development operations for Mitsubishi Motors in the United States."

Worldwide, Mitsubishi Motors sells some 987,000 cars a year, and 85,000 of those are sold in North America.

The Mirage is part of a strong Mitsubishi product portfolio that includes: the Lancer "family" comprised of the Lancer compact sedan, the Lancer Sportback (a performance vehicle with cargo space to spare) and the Lancer Evolution high-performance sedan; the Outlander, a crossover SUV; and the smaller U.S.-made Outlander Sport. Both of the Outlander models have received the coveted "IIHS Top Safety Pick +" designation for their best-in-the-business safety and performance. Mitsubishi also offers an all-electric Mitsubishi-i-MiEV.

Mitsubishi depends on NYK, K-Line and Mitsui OSK to provide ocean transport services, and AMPORTS has been processing Mitsubishi vehicles since 2001.

"The Port personnel work closely with our port processor to ensure their needs are met, thereby ensuring a successful outcome for Mitsubishi," Casebolt said. 🌐

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Acting Port Director Has a Calling with U.S. Customs

KATHY BERGEN SMITH



BY MERRILL WITTY

Susan Thomas was seated in a conference room at the U.S. Customs Services' New York office one sunny September morning 12 years ago.

"Sitting in 6 World Trade Center on September 11, when the first plane hit Tower 1 and on the ground when Tower 2 was hit, was surreal and an event that has impacted me forever," she said. "Every day, I am grateful for my life and my liberties. Working in the Department of Homeland Security, securing our nation's borders, has significant and special meaning to me after experiencing firsthand the events in New York on that day."

Few people have as compelling a reason for their job dedication as Thomas does. Prior to that horrific event, she spent a few years in the computer programming and help-desk industries before finding her "calling" with U.S. Customs.

Thomas has been Acting Port Director at the U.S. Customs and Border Protection (CBP) Port of Baltimore since July. In this

position, she oversees the passenger, trade and seaport operations for the agency.

Thomas and the CBP staff ensure that legitimate cargo and passengers are facilitated through the Port, while Port personnel focus their efforts on high-risk cargo and travelers.

She said she is "excited to be leading a team of dedicated men and women with a passion for securing our nation's borders."

Thomas joined the Port of Baltimore as the Assistant Port Director, Trade Operations, in June 2012. In this capacity, she focused on the agency's trade and agriculture mission — enforcing hundreds of laws and regulations that protect America's economy and ecosystem as well as the health and safety of the American public.

Prior to that appointment, Thomas served as the Chief, Antidumping and Countervailing Duty (AD/CVD) and Revenue Operations Branch, in the Office of Field Operations, Cargo and Conveyance Security Office in Washington, D.C. There, she was responsible for managing field operations

and trade resources, collaborating with the Office of International Trade on trade policy matters and trade enforcement initiatives, evaluating impacts of trade-related activities and monitoring the effectiveness and uniformity of trade operations in support of the agency's trade mission.

From 2000 to 2007, Thomas was a Field Operation Specialist and an Import Specialist with the Textile/Apparel Policy and Programs Division, within the Office of International Trade. In these positions, she was responsible for developing policy and procedures to ensure compliance with laws and regulations related to the importation of textiles and wearing apparel.

Additionally, Thomas traveled extensively to work with foreign Customs officials to develop strategies and processes to maximize compliance with Free Trade Agreements and Preferential Trade Legislation, such as the African Growth and Opportunity Act (AGOA) and Caribbean Basin Trade Partnership Act (CBTPA).

She received a Commissioner's Award along with other agency personnel for her work on the Textile Production Verification Teams. These teams tour textile and wearing apparel factories, interview senior management and review production records in an attempt to verify that merchandise is actually made in the factories and complies with all U.S. import regulations. Their work enforces international trade agreements, protects American jobs and ensures that product labeling is accurate.

Thomas began her career in 1995 with the U.S. Customs Service as an Import Specialist closer to her then-home near Philadelphia, Pa. Born and raised in the Lehigh Valley area of Pennsylvania, she received her degree in mathematics from LaSalle University.

She and husband Kevin live in Elkridge, Md., and spend their free time supporting local businesses and musicians in downtown Baltimore and on the Eastern Shore. 🌐

MAIDEN VOYAGES



Oceanus Leader Arrives in Dundalk

Flying the flag of Panama, the NYK Line (North America), Inc. *Oceanus Leader* came to the Dundalk Marine Terminal in early September to unload 1,201 cars. The vessel is a 199.94-meter by 32.26-meter Pure Car Carrier with a cargo capacity of 5,374 units.

Agent: Inchcape Shipping Services
Stevedore: Ceres Marine Terminals
Towing Company: Moran Towing of Maryland



WWL's Tosca Makes Trip to Baltimore

The M/V *Tosca*, operated by Wallenius Wilhelmsen Logistics and flying the flag of Singapore, docked at the Port of Baltimore in September. The 199.99-meter-long Pure Car and Truck Carrier has a total deck area of 53,128 square-meters and a 6,459-car capacity. Among the vessel's 12 decks are four strengthened decks to support high and heavy cargo and four that are hoistable.

Agent: Wallenius Wilhelmsen Logistics
Stevedore: Ports America
Towing Company: McAllister Towing of Baltimore

PHOTOGRAPHY BY BILL MCALLEN

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STORY BY KATHY BERGREN SMITH

The Journey of Gypsum

Last year, Baltimore led the East Coast in imports of gypsum. Mined in various parts of the world, this fine mineral has been used since Egyptian times to make plaster for art and construction. It is the primary ingredient in drywall.

This photo from several decades ago shows a ship offloading gypsum at the U.S. Gypsum (USG) pier near Hawkins Point in Curtis Bay. U.S. Gypsum lays claim to the invention of plasterboard, developed in 1910. Gypsum is sandwiched between sheets of paper creating a "wallboard." After WWII, home construction boomed as veterans returned and whole communities sprang

up. The quick installation of wallboards, rather than the slower process of plastering, made the product virtually indispensable.

But there is another interesting piece to this photo: The USG pier is located on Quarantine Road, so named because this area, remote from the population center of the Inner Harbor, served as a quarantine site for ships arriving from overseas and needing to be cleared of carrying any disease. The station included a leper house and delousing facility. In 1961, as infectious diseases became more clearly understood and controlled, the station closed. Today, agricultural specialists from U.S. Customs and Border Protection inspect vessels pier-side for potential invasive pests.

The above photograph is provided courtesy of the Baltimore Museum of Industry and is part of the museum's BGE collection. Visit the Baltimore Museum of Industry at 1415 Key Highway on the south side of the Inner Harbor; check out their website at www.thebmi.org; or call 410-727-4808. The museum is open Tuesday through Sunday, 10 a.m.-4 p.m.

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